

A Linkage of Compensation and Turnover Intentions Employee in a Mall: Case from Jakarta City, Indonesia

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Abstract. This study purposed to analyze the linkage of Compensation and Turnover Intention in PT XYZ. The source data consist of primary data enhanced with secondary data drawn from reports of the organization's monthly turnover rate, and the report of exit interviews from the Human Capital Division of PT XYZ. The sampling technique utilized was purposive sampling drawn from the population of organic employees in the Division of Operation Supports and the Division of Operation Technical with a total of 63 respondents. The data analysis used in this study is an analysis of simple linear regression. The results showed that Compensation has negative consequences and is insignificant towards Turnover Intention, The dominant factor from the compensation dimension is non-financial with the current job evaluation dimension on the turnover intention at PT XYZ.

Key words: compensation, non-financial, turnover intention.

Introduction

Human resources are the primary strength of sustainable advantage for an organization or company. Business competition and the increasing demand for human resources are triggers that necessitate companies to be creative in formulating strategies to attract quality workers (Jiang et al., 2012: 1264). The biggest challenge for a company is not only in fighting for the market but also in developing and retaining employees to remain competitive as one of the main players in the nowadays competitive business industry. According to Das states that reports from the ILO and ADB with the Masyarakat Ekonomi ASEAN (abbreviated as MEA) there is a structural transformation in the home-grown economy of every ASEAN member state which will predispose the labor force and there is a relocation of labor resources from of productive activities to increasingly productive activities more productive. The notice of the MEA member state will increase the number of workers in the agriculture, trade, transportation, and construction sectors by 2025 (Nizar, 2014: 7). Thus, the biggest challenge for a company is not only in competing for the market but also in developing and retaining employees to remain competitive as one of the main players in today's business industry competition.

Turnover that occurs within the organization has become a serious concern both in the business world and in the academic world, especially to find out and analyze the factors that cause a turnover; this is because turnover has a very large impact on the organization. Turnover relates to the labor market, companies, work, and employment, and also relates to employment and job inactivity rates. Turnover cannot be separated from the existing turnover intention which will lead to the occurrence of turnover itself. Efforts in identifying the factors that influence the emergence of turnover intention are more essential than knowing the reasons for turnover itself (Alzayed & Murshid, 2017). Identifying the causes of turnover is not easy because there is no standard reason that can cause an employee to leave the company. Sami M. Abbasi & Kenneth W. Hollman (2000: 333-342) say that turnover is related to the labor market, companies, jobs, and positions, and is also related to employment and unemployment rates (Ongori, 2007: 49-54). Based on the release article in The Jakarta Post, The challenges for the building management industry, especially shopping malls, are getting tougher because the growth

of shopping malls in Indonesia has been recorded to have reached more than 170 units, with varied market segments (Kasdiono, 2014). In exactly that the MEA was established and the rapid growth of shopping malls in Jakarta, PT. XYZ Jakarta as one of the managers of the Shopping Mall is faced with extraordinary challenges.

To answer these challenges, human resources play an essential role so that PT XYZ can be competitive in the era of regional competition and win the competition with competitors. At PT XYZ there is a turnover problem where almost every month there are employees who leave the company even though the amount is not quite large. The report on the average monthly employee turnover summarized during three-years ago can be observable in Table 1 beneath:

Table 1. Average Employee Turnover / Yearly

	# Employees	# Turnover	Percentage
1 st last	290	6	2.07
2 nd last	329	8	2.43
3 rd last	343	10	2.92

Source: Monthly Turnover Report, PT XYZ

Table 2. Recap of Exit Interview Results

	Welfare			Linkage with Senior			Leadership			Training Program		
	D	E	G	D	E	G	D	E	G	D	E	G
1 st last	7	7	1	4	6	5	3	8	4	5	8	2
2 nd last	13	13	2	4	19	5	6	19	3	10	12	6
3 rd last	21	13	5	11	18	10	10	18	11	12	20	7
Total	41	33	8	19	43	20	19	45	18	27	40	15

Source: Exit Interview Results Report, PT XYZ

Explication:

D is 'Deficient'

E is 'Enough'

G is 'Good'

From the observations and results of interviews with 10 managers, it can be concluded that some of the reasons that their subordinates often complain when submitting their resignations include problems: salary and career development opportunities. PT XYZ pays its employees' salaries in a clean manner (clean wage system) where employees only get net wages and without nourishment allowances, conveyance allowances, and or other allowances, except for definite functions at the management level. According to some managers, this clean salary payment system has an impact on the emergence of different perceptions for some employees, because some employees think that PT XYZ does not provide additional benefits to its employees as provided by other companies. Turnover that occurs within the organization has become a serious concern both in the business world and in the academic world, especially to discover and analyze the elements that cause turnover intention, namely compensation linkage.

Research Purposes

1. To find out and analyze the consequence of compensation towards turnover intention at PT XYZ
2. To find out and analyze the dominant factor of the compensation dimension on turnover intention at PT XYZ.

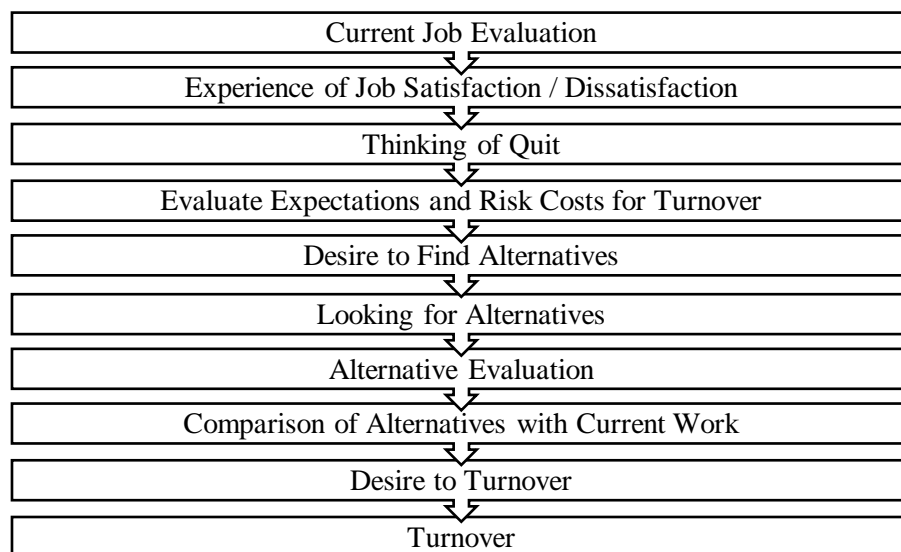
Theoretical Review

Turnover Intention

The definition of turnover according to Gary Dessler (2017) is an amount that shows the number of employees who leave the company. Turnover is a voluntary or involuntary withdrawal from an organization. Voluntary turnover is caused by two factors, namely how attractive the current job is and the availability of other alternative jobs (Robbins & Judge, 2014). Voluntary turnover itself is divided into two based on its nature, avertable voluntary turnover and unavoidable voluntary turnover. Avertable voluntary turnover arises for reasons of better wages, management, or better alternative workplaces. Meanwhile, unavoidable voluntary turnover occurs due to moving to another city following their partner, changes in individual careers, or due to pregnancy (Allen, 2008: 2). Martin and Bartol, classify turnover into functional and dysfunctional, both of which depend on two main factors: the level of individual performance and the level of organizational difficulty to replace an individual (Mello, 2015: 582).

Jeffrey A. Mello (2015) adds that employees who leave the company voluntarily or not can disrupt company operations, team dynamics, and unit performance. Both cause significant costs for the company including direct economic costs in the form of staffing costs and training of new employees as well as indirect economic costs in the form of downtime and costs of integration processes into the organization (Al Mamun & Hasan, 2017).

Turnover intention consists of 2 (two) words, namely turnover and intention. Mowday et al. (1984) states that the intention to leave is how big (strong) the possibility (intention) of a person or individual employee when considering other job options or alternatives because of dissatisfaction with the current work situation (Martin, 2011: 17). Turnover intention describes the individual's perception and assessment of alternative jobs. The employee turnover decision process is outlined in Fig. 1 below:



Source: Mobley in (Perez, 2008)

Fig. 1. Turnover Decision Process

In simple terms, Morrel *et.al* provides the calculation of employee turnover as follows:

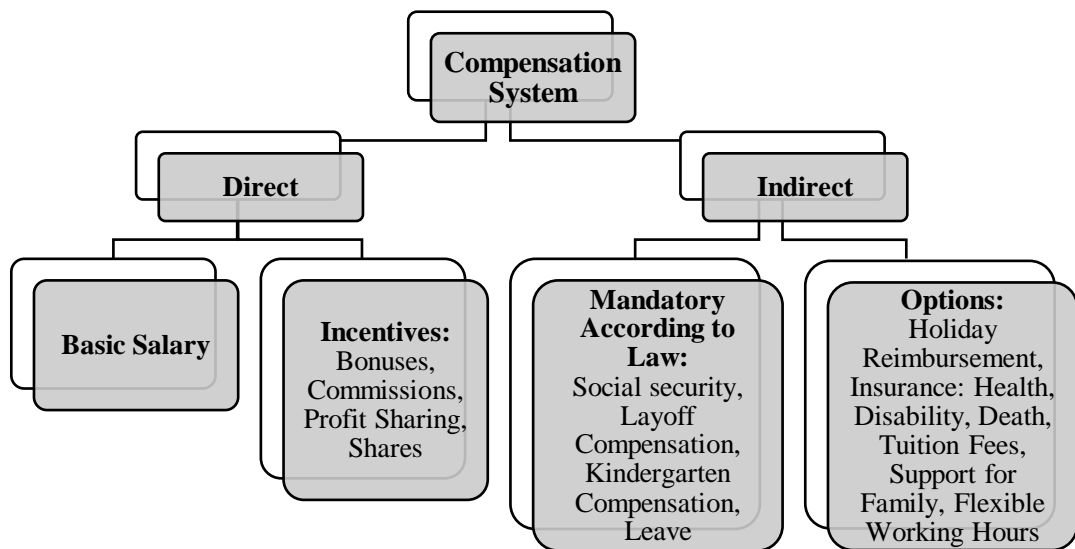
$$Turnover = \frac{\text{Number of Outgoing Employees}}{\text{Average Number of Employees in a Year}} \times 10$$

Source: (Perez, 2008)

Referring to several of the definitions stated above, it can be deduced that turnover intention is the desire of employees to quit from fellowship in an organization or cut ties with the organization. The desire to displace reflects the individual's wish to forsake the organization and seek another occupation alternative.

Compensation

Gary Dessler (2017:85), defines compensation as all types of payments to employees arising from an employment relationship including financial payments (directly) such as wages, commissions, incentives, bonuses, and benefits, and in-financial payments (indirectly) such as leave entitlements, health insurance, etc. According to Gary Dessler added, the factors that influence the amount of compensation consist of experience, education, and the complexity (level of position) of work. Compensation is one way for a manager to increase work productivity, job satisfaction, and motivation. Compensation can be received in financial form with direct or indirect payment systems (Bangun, 2012). Jeffrey A. Mello (2015) argues that compensation is a wrench strategic scope for an organization because it affects the business power to entice job seekers, withstand the best employees, and ensure that employees perform optimally in achieving organizational goals.



Source: (Mello, 2015)

Fig. 2. Enterprise Compensation System

Referring to some of the definitions above, it can be concluded that compensation is all types of payments to employees for the work that has been done, both financial and non-financial, whether paid directly or indirectly.

Research Framework and Development Hypothesis Proposed

A framework of thought is needed to express the ideas of a researcher, so it necessitates parameters, namely a model. The research model is limited specifically in the form of content, the form structure, and certain meanings (Husain, 2019: 1-9). After that, a statement is made on the research framework which is a temporary answer to the research thing formulation, where the research problem formulation has been stated in the shape of a question independent clause (Sugiyono, 2018: 64). The framework of thought in this research can be seen in Figure 3 below:

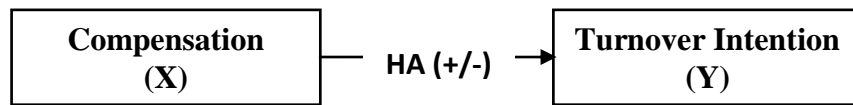


Fig. 3. Research Framework Proposed

Previous research on the effect of compensation on turnover intention, among others, was conducted by Cao et al. (2013: 62-75), which confirmed the effect of total rewards on reducing turnover intention (Putrianti et al., 2014: 1-9). Their research shows that compensation has the strongest influence compared to the work motivation variable, then the compensation variable has a dominant influence on turnover intention. A'yuninnisa & Saptoto's (2015: 57-70) research results show that there is a direct and indirect influence among salary satisfaction and turnover intention intercessed by affective commitment. Singh & Loncar's (2010: 470-490) research concluded that salary satisfaction is negatively related to turnover intention with varying intensity (Rubel & Kee, 2015: 321-332). Prove that employees' responses to high commitment compensation practices (HCCPs) minimize the possibility of their turnover intention. Employable workers skew to dexterity and pay their practice and ability to the organization (input) and they hope to be compensated at the end yield (Alzayed & Murshid, 2017: 17-31). Therefore, according to the above findings regarding compensation and turnover intention, this study proposes the hypothesis to be examined in the context of studies from one mall's company in Indonesia:

- H₀ : Compensation does not imply towards Turnover Intention
- H_a : Compensation does imply towards Turnover Intention

Research Methods

This study employs the type of causality with a quantitative analysis approach. This study emphasizes propose data in the form of amounts and analysis using statistics (Sugiyono, 2018: 7). The operationalization of the research variables, namely Compensation and Turnover Intention, each constructed using two dimensions, with each of ten indicators.

Tabel 3. Construction of Variables, Dimensions and Research Indicators

Variable	Dimensions	Indicators
	1. Financial	• Basic salary

Compensation (Dessler, 2017)		• Allowance
		• Incentives/commissions/bonuses
	2. Non-Financial	• Medical facility
		• Education and experience
<i>Turnover Intention</i> Mobley (Perez, 2008)	1. Work Withdrawal	• Job complexity
		• Current job evaluation
	2. Searching for Alternatives	• Thinking of turnover
		• Expectations and cost evaluation
		• Desire to find alternatives
		• Comparison of alternatives to current jobs
<i>Source: Research Proposed (2020)</i>		

This study designates to the 'Likert' Scale type, any of which is set using of 1-4 value of alternative scale; each statement is given a weight or score, namely the amount of scores betwixt 1 to 4. The population in this study is employees and employees, whereas PT XYZ has as many as 337 employees. Taking into account the differences in functions and characteristics between one division and another within PT XYZ, the sampling technique was taken using the purposive sampling manner, i.e. the technique of specifying the sample upon definite judgment (Sugiyono, 2018: 61). The samples taken were employees of the Operation Supports Division and the Operation Technical Division of PT XYZ based on the consideration that both divisions had the highest turnover intention.

The data analysis method uses simple regression analysis (simple regression analysis). The proposed equation model is: $Y = \alpha + \beta X + e$

Results and Discussion

Sample Selection Yields

The data utilized for this study is primary data. The data was acquired by dividing questionnaires among respondents who are employees of the Operation Supports and Operation Technical Division of PT XYZ, permanent and contract employees, and as many as 235 people at all levels of positions in the organizational structure. The distribution was brought out by allowing questionnaires directly to respondents. The amount of returned questionnaires was 63 questionnaires, where all questionnaires were filled out completely by respondents, or an 18.69 percent response rate of the total population.

Yielding of Respondents Characteristics

Table 4 Respondents Characteristics

No.	Characteristics	Answer	Total	Percentage
1.	Gender	Male	49	77.8
		Female	14	22.2
2.	Age	≤ 20 Years Old	8	12.7
		21 – 30 Years Old	20	31.7
		31 – 50 Years Old	33	52.4
		> 50 Years Old	2	3.2
3.	Social Status	Single	21	33.3

		Married	42	66.7
4.	Educational	Senior High School	33	52.4
		Associate Degree's	14	22.2
		Bachelor Degree's	16	25.4
5.	Employee Status	Permanent Employees	44	69.8
		Contract Employees	19	30.2
6.	Position	Staff Officer	36	57.1
		Supervisor – Asst.	25	39.7
		Manager	2	3.2
		Manager – VP		
7.	Division	Operation Support	43	68.3
		Operation Technical	20	31.7
<i>Source: Primary Data Processing (2020)</i>				

Based on the yielding from Table 3 above, it is known that the characteristics of respondents based on gender are divided into 77.8 percent manly and 22.2 percent female. The characteristics of respondents based on age were divided into 12.7 percent, aged less than 20 years, 31.7 percent aged 21-30 years, 52.4 percent aged 31-50 years, and the remaining 3.2 percent aged over 50 years. The characteristics of respondents based on marital status are divided into 66.7 percent Married and 33.3 percent unmarried. The characteristics of respondents based on education are quite varied, where the most of respondents have a high school education of 52.4 percent, 22.2 percent of them have a Diploma education, and the rest 25.4 percent have an undergraduate education. Characteristics of respondents based on employee status are divided into 69.8 percent with permanent status and 30.2 percent with contract status. Characteristics of respondents based on position are quite varied, where the most of respondents have a Staff Officer occupation 57.1 percent, 39.7 percent of them have a Supervisor - Assistant position. Managers and the remaining 3.2 percent have the position of Manager – VP. Characteristics of respondents by division are divided into 68.3 percent are in the Operation Support division and 31.7 percent are in the Operation Technical division.

Research Instrument Quality Test

Based on the yielding of the instrument quality test on the research questionnaire, it was carried out through validity and reliability tests. The yields of the validity test on 20 (twenty) indicators and all of these indicators are valid because they have an r-Pearson's value that is greater than the r-table so that it meets the assumption of validity.

Upon the yields of the reliability test report, it is find out that compensation shows the Cronbach's Alpha value of 0.843 and turnover intentions show the Cronbach's Alpha value of 0.623 and. Thus, the instruments formed in this study can have a Cronbach's alpha score greater than or similar to (\geq) 0.60 so that it can be sighted that research variables are reliable or suitable to be utilized as research instruments.

Classic Assumption Test

A normality sample of the test aims to determine whether the data has a normal distribution or yet. Upon the P-Plot graph, it can be sighted that the distribution of unstandardized residuals is over the diagonal stripe and follows the way of the diagonal stripe (See Figure 4), so it can be concluded that the data are normally disported. A multicollinearity test was sighted to see whether there was a strong linkage between the independent variables. The multicollinearity test yields reveal that the VIF value of the Compensation variable is 1. Thus the variable has a VIF value < 10 , so it can be sighted

that there isn't any multicollinearity. The Heteroscedasticity test was brought out by using the scatterplots test, showing the points dissemination randomly, did not form a definite wide, and was dissemination both above and below the number 0 on the Y axis, meaning that there were no symptoms of heteroscedasticity in the proposed model (See Fig. 5).

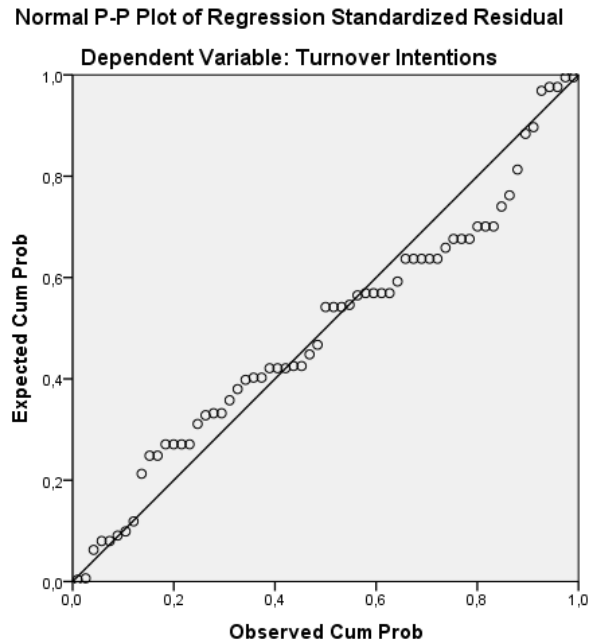


Fig. 4. P-Plot Graph Normality Test Yields. *Source:* Data Processing Output (2020)

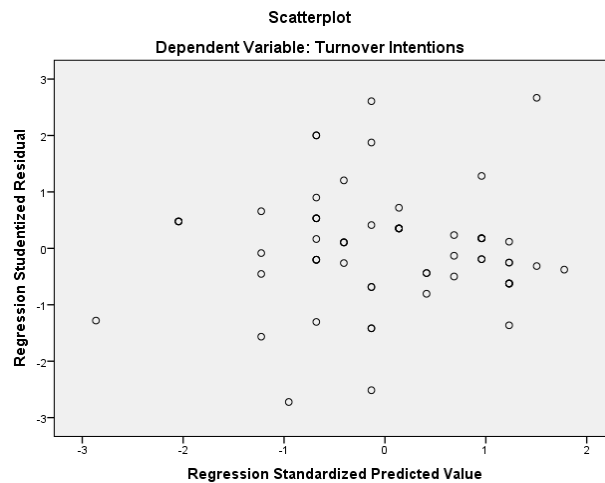


Fig. 5. Scatterplots Yields. *Source:* Data Processing Output (2020)

Multiple Linear Regression Analysis

Upon the yields of the output program, the multiple linear regression equations produced in this study are:

$$Y = 29.400 - 0.162 X$$

The constant value of 29.400 has a very large scale, where the compensation variable (X) if it has a score equal to zero, the Turnover Intention (Y) value is 29.400. These constants are constructs whose data worths are permanent and cannot be altered. Compensation (X) has a coefficient value of -0.162. This means that if the other independent variables have a fixed value and the compensation variable increases or increases, then Turnover Intention will decrease by 16.2 percent.

Hypothesis Testing

Table 5. Hypothesis Testing Yields

Variable	Regression Coefficient	t-Stats	Sig
<i>Constant</i>	29.400	11.090	0.000
Compensation	-0.162	-1.692	0.096
R	0.212		
R ²	0.045		
F Stats.	2.864		0.096
<i>Source: Data Processing (2020)</i>			

The score of R² is 0.045, indicating that the magnitude of the coefficient of determination is 4.5 percent. These results indicate that the independent variables involved in this study were able to influence the divergence of changes in the dependent variable by only 4.5 percent, while the residual 95.5 percent was consequenced another variables not having in this study. The F-count value is 2.864 and the t-test states that the regression coefficient value of the compensation variable is -0.162 with a significance of 0.096, which is greater (>) than 0.05, thereupon H₀ is proved and H_a is rejected. The conclusion is that compensation has no significant consequence on turnover intention.

Inter-Dimensional Correlation Matrix

The correlation matrix among dimensions shows the linkage betwixt the elements of the independent variable and the element of the dependent variable that has the highest correlation. The relationship matrix between these dimensions is summarized by the two-tailed Pearson's Correlation method in Table 6 below:

Tabel 6. Inter-Dimensional Correlation Matrix

COMPENSATION ↔ TURNOVER INTENTION										
DIMENSION	Current Job Evaluation	Sig.	Thinking of Turnover	Sig.	Expectations and Cost Evaluation	Sig.	Desire to Find Alternatives	Sig.	Comparison of Alternatives to Current Jobs	Sig.
Financial	-0.282	0.025	-0.055	0.668	0.209	0.101	-0.197	0.121	-0.030	0.815
Non-Financial	-0,297	0,018	-0,147	0,249	0,189	0,137	-0,288	0.000	-0.072	0.577
<i>Source: Data Processing (2020)</i>										

Upon the yields of the inter-dimensional correlation matrix Test in Table 6. the correlation among the dimensions of the Compensation variable and the Turnover Intention variable resulted in the highest r-count on the Non-Financial dimension of the Compensation variable with the dimensions of Current Job Evaluation and Desire to Find

Alternatives from the Turnover Intention variable respectively. Respectively minus 0.297 and 0.288, it can be understood that the Non-Financial dimension has the strongest negative and significant relationship with a probability of 0.018 and 0.000 respectively with the Turnover Intention variable. While the correlation among the dimensions of the Compensation variable and the Turnover Intention variable produces an r-count with a positive relationship between the Financial and non-Financial dimensions of the Compensation variable with the expectation and cost evaluation dimensions of the Turnover Intention variable respectively 0.209 and 0.189, it can be understood that Financial and non-financial dimensions have a positive and insignificant relationship with probabilities of 0.101 and 0.137 with the Turnover Intention variable.

Discussion

In general, the compensation received by PT XYZ employees in this study is not the main reason for employees to change jobs. The amount of compensation determined by the management is perceived differently by each employee. This difference in perception can be understood if it is associated with the level of needs contained in a person in motivation theory (Maslow, 1943-1970). Basic human needs that must be met financially (salaries, benefits, and incentives/commissions/bonuses) by the companies are directly related to the performance of the employee concerned. This condition is not a consideration for PT XYZ employees to stay afloat because the company has not been fully able to provide additional benefits to employees. Most of the employees still take the attitude to stay at PT XYZ to achieve the non-financial compensation offered. Based on descriptive statistical analysis, it is known that 69.8 percent of respondents at PT XYZ are permanent employees, and most the finished high school education backgrounds, so it is possible that they are less competitive in the job market. Research results do not support research (Singh & Loncar, 2010: 470-490); (Cao et al., 2013: 62-75) and (A'yunnisa & Saptoto, 2015: 470-490), which specify that compensation has a negative and significant consequence on Turnover Intention. The Turnover intention should be suppressed by providing attractive compensation for maintaining, motivating, and rewarding employees of PT XYZ. Thus, the greater the compensation got by the employees of PT XYZ in this study, it has not been able to fully evaluate the employee's Turnover Intention.

Conclusion

Upon the yields of the research and discussion phase, the inferences in this study are:

1. Compensation has a negative and insignificant consequence on Turnover Intention at PT XYZ
2. The dominant factor from the compensation dimension is non-financial with the current job evaluation dimension on turnover intention at PT XYZ

As for suggestions for improvement in future research is PT XYZ in identifying the importance of compensation factors by re-evaluating policies in determining the amount and structure of financial compensation such as basic salary, allowances, incentives / commissions / bonuses calculated based on years of service, education level , and the complexity (level of job title) of the job. Determination of non-financial compensation (health facilities, health insurance leave rights, etc.) must also be considered given the evaluation of the expectations and risks of costs that will arise from an individual employee to evaluate his current job and the tendency to look for other job alternatives

and the intention to moving, this becomes very essential for PT XYZ to be able to retain the best employees and ensure that employees can work optimally in achieving organizational goals and in order to reduce the desire of employees to look for other jobs and leave the company.

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